

1 2 - P o i n t P l a n

the challenge

the actions

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We dedicate this plan to the American people. It is our commitment to them that we are striving to protect and preserve the best of our national heritage for present and future generations. If parks and their related experiences are to be preserved for future generations, a clear vision of that future is the starting point. Fulfillment of the vision is the challenge.

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TAKE PRIDE IN AMERICA: THIS LAND IS YOUR LAND

**1 • DEVELOP A LONG-RANGE STRATEGY
TO PROTECT OUR NATURAL, CULTURAL,
AND RECREATIONAL RESOURCES**

**2 • PURSUE A CREATIVE, EXPANDED LAND
PROTECTION INITIATIVE**

**3 • STIMULATE AND INCREASE OUR
INTERPRETIVE AND VISITOR SERVICE
ACTIVITIES FOR GREATER PUBLIC IMPACT**

**4 • SHARE EFFECTIVELY WITH THE PUBLIC
OUR UNDERSTANDING OF CRITICAL
RESOURCE ISSUES**

**5 • INCREASE PUBLIC UNDERSTANDING OF
THE ROLE AND FUNCTION OF THE
NATIONAL PARK SERVICE**

**6 • EXPAND THE ROLE AND INVOLVEMENT
OF CITIZENS AND CITIZEN GROUPS AT ALL
LEVELS IN THE NATIONAL PARK SERVICE**

- 2 Add Representative Natural Units to the National Park System
- 2 Create Usable Resource Inventories for Each Park
- 3 Develop a Nationwide Systematic Resource Management Strategy
- 3 Identify and Remove Hazardous Wastes in National Park System Areas
- 3 Improve Wilderness Management
- 4 Pursue Cooperative Agreements with Public and Private Land Managers, Owners, and Communities Near Park Units to Help Protect Their Resources and Values
- 4 Reaffirm the Principles of the National Historic Preservation Act on Its 20th Anniversary
- 5 Complete and Implement the National Park Service's Land Protection Initiatives
- 6 Employ New Outreach Tools to Communicate with the Public about National Parks
- 7 Help Celebrate the Bicentennial of the Constitution
- 7 Start Preparations to Commemorate the 500th Anniversary of Columbus's Voyage
- 7 Update Interpretive Media throughout the National Park System
- 8 Integrate Research, Resource Management, Interpretation, and Public Information Efforts
- 9 Reemphasize the NPS "Management Policies" as the Basis for Decision Making
- 10 Enhance the Protection of Parks as Part of the U.S. Public Lands System through the "Take Pride in America" Program
- 11 Establish a Blue-Ribbon Panel to Examine NPS Policies about Natural and Cultural Resources and to Recommend How These Policies May Be Improved
- 11 Establish a Citizens' Friends Group for Each Unit of the National Park System

**7 • SEEK A BETTER BALANCE BETWEEN
VISITOR USE AND RESOURCE MANAGEMENT**

- 12 Improve Our Knowledge of Visitors to National Parks
- 12 Minimize the Potential Disturbance of Park Visitors' Solitary Experiences by Motorized Recreational Activities

**8 • ENHANCE OUR ABILITY TO MEET THE
DIVERSE USES THAT THE PUBLIC EXPECTS
IN NATIONAL PARKS**

- 14 Participate in the President's Commission on Americans Outdoors to Better Define How National Parks Help Meet Public Recreation Needs
- 14 Provide Visitor Facilities in Park Areas that Have Been Added to the National Park System since 1960

**9 • EXPAND CAREER OPPORTUNITIES FOR
OUR EMPLOYEES**

- 16 Encourage and Support the Development of the Horace Albright Fund
- 16 Establish a Reassignment Mobility Program
- 16 Stimulate Career Opportunities and Employee Growth

**10 • PLAN, DESIGN, AND MAINTAIN
APPROPRIATE PARK FACILITIES**

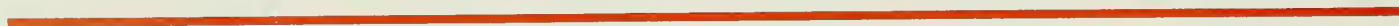
- 18 Ensure that Park Road Systems Enhance the Visitor Experience
- 18 Improve Housing for NPS Employees
- 18 Move Facilities Out of Critical Resource Areas

**11 • DEVELOP A TEAM RELATIONSHIP
BETWEEN CONCESSIONERS AND THE
NATIONAL PARK SERVICE**

- 20 Integrate Concessioners into Interpretive Programs throughout the National Park System
- 21 Work with Concessioners when Facilities are Moved Out of Critical Resource Areas

**12 • FOSTER AND ENCOURAGE MORE
CREATIVITY, EFFICIENCY, AND
EFFECTIVENESS IN THE MANAGEMENT AND
ADMINISTRATION OF THE NATIONAL PARK
SERVICE**

- 22 Develop a Servicewide Information Management System
- 22 Enhance Productivity within the National Park Service
- 23 Use Fees Currently Collected in National Parks to Directly Support Park Operations, and Expand the Portion of Park Operations Supported by Fees



INTRODUCTION

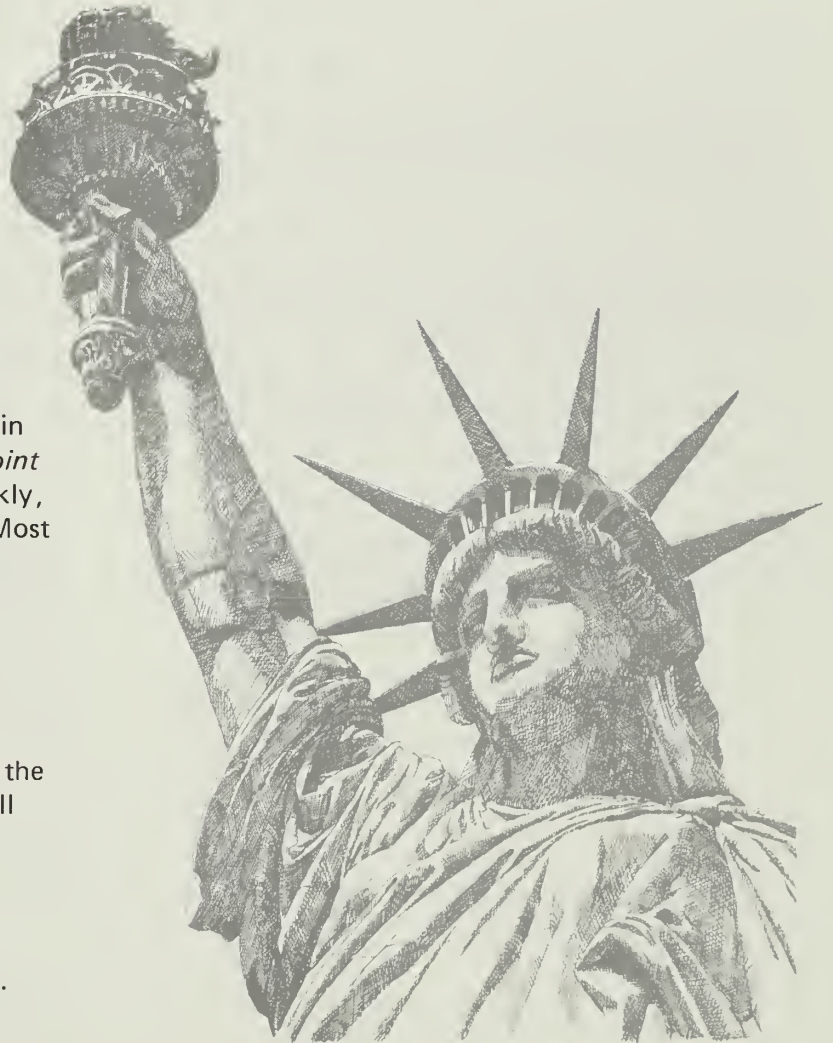
The *12-Point Plan* has begun a process of change in the National Park Service that is shaping a new vision and stimulating a new enthusiasm for protecting, preserving, and perpetuating all units of the national park system. As Director William Penn Mott, Jr., said in the introduction to the *12-Point Plan*,

We intend to sustain the standard of excellence and personal commitment that the American public has come to expect from the National Park Service. We serve as guardians of vast public treasures, and we plan to pass them along to the next generation in even better condition than we find them today.

The actions in this plan represent the first step in implementing the National Park Service's *12-Point Plan*. Some of the actions can be finished quickly, but others may take some years to complete. Most of the actions can be accomplished by setting priorities and using available resources, not by initiating new budget requests.

Thirty-two actions are discussed in this plan. These actions are only a beginning. Additional actions will be added to the nationwide plan in the months and years ahead. Regions and parks will also develop action plans as their part of the 12-point program.

Each action will help accomplish the objectives that were previously stated in the *12-Point Plan*. The actions are grouped according to the point they most closely relate to; however, most of the actions relate in some way to more than one point. A matrix at the back of this plan gives an overview of the interrelationships.



Statue of Liberty – 1886-1986

DEVELOP A LONG-RANGE STRATEGY TO PROTECT OUR NATURAL, CULTURAL, AND RECREATIONAL RESOURCES

OBJECTIVES

Ensure that resource inventory, identification, and evaluation is an accurate and continuing process; that resource management is based on such information as it becomes available; and that the most critical resource needs are addressed in the context of parkwide, regionwide, and servicewide priorities.

Emphasize the planning, management, and interpretation of resources in relation to the entire ecosystem or historic context.

Encourage the protection and enhancement of other publicly and privately owned cultural and natural resources.

Ensure that suitable recreational resources are accessible to our increasingly urbanized America.

ACTIONS

Add Representative Natural Units to the National Park System

There are still some examples of superlative resources that are not represented in the national park system. Currently the inclusion of a tallgrass prairie unit and a wild river system are being considered.

Today there are only a few areas left of the tallgrass prairie that once extended from Canada to Texas. Located on some of the most productive soils in the world, vast amounts of the grassland have been plowed and planted, or used for livestock grazing. The need to preserve a remnant of this prairie as evidence of our natural and cultural heritage has been under consideration for over 50 years. Such a national park or preserve would protect a representative tallgrass prairie ecosystem, and it would manifest the scenic attributes of the prairie — spaciousness, expansive grasslands, riparian woodlands, and rolling topography. It would also allow the interpretation of plains Indian lifestyles and pioneer life on the prairies, both important chapters in our national history. Only a few areas of tallgrass prairie have been identified as having the qualities needed for national park status, and there now appears to be an opportunity for a preserve in Osage County, Oklahoma. The National Park Service will set as its goal the establishment of such a unit.

A nationwide inventory of rivers is being evaluated to discover a candidate for inclusion in the national park system. Such a unit will allow future generations to understand and enjoy a natural river system.

Create Usable Resource Inventories for Each Park

To adequately protect, manage, and interpret each park, it is necessary to develop an inventory of, and a body of knowledge about, the resources it contains. Virtually all units of the national park system have some type of

inventory. However, information needs constantly change, and inventories must be continually reevaluated to ensure that the information is useful and that appropriate and up-to-date facts are being collected. Each park will develop inventories that can be used to make decisions to ensure resource protection and improvement.

This action will be one of the highest priorities for all units, especially the recently established park units in Alaska. Because many of these areas are new, uninventoried, and undeveloped, their information and research needs are critical.

Develop a Nationwide Systematic Resource Management Strategy

All levels of the National Park Service must have an integrated approach to the management of both natural and cultural resources. To that end the Park Service will identify natural and cultural resource needs throughout the park system and will establish priorities for meeting and carrying out those needs. Annual reports will be prepared and submitted to the director by December 1. They will describe the condition of resources throughout the national park system for the previous fiscal year, and they will detail what has been and will be done. The principal elements of a successful strategy will include inventorying resources, developing criteria for existing budget allocations, identifying priority research and training needs, allocating funds to meet these needs, and defining objectives to measure program effectiveness.

Identify and Remove Hazardous Wastes in National Park System Areas

National park system areas, like areas throughout the United States, are subject to environmental deterioration due to hazardous wastes. It is important to identify those areas that are especially sensitive to the effects of wastes and to make plans for cleanup activities. The National Park Service will continue to inventory park areas and will undertake programs to eliminate and clean up problems.

As an example, drums of hazardous wastes — some quite dangerous to human health — have been floating up on the beaches of Padre Island National Seashore for years. Programs will be instituted to remove this waste from the beaches and to dispose of it in areas designated by the Environmental Protection Agency.

Improve Wilderness Management

The National Park Service will complete a comprehensive review of its wilderness management policies and practices by 1987, and needed changes will be made in management, interpretation, and planning. The goal will be to ensure that designated, potential, and proposed wilderness areas in the national park system are managed according to the principles of the Wilderness Act, and in Alaska according to the Alaska National Interest Lands Conservation Act (sec. 1317). Management will be fully consistent with NPS natural resource preservation responsibilities. The actions that will be undertaken include the following:

- Examine management practices in each park containing designated wilderness to ensure that wilderness needs are properly addressed in park resource management plans and that wilderness management actions are governed by a wilderness management plan.
- Identify those parks that contain recommended or potential wilderness areas and take actions to ensure that those areas are managed as much as possible as wilderness.
- Designate lead officials at the Washington and regional office levels to ensure effective coordination of wilderness policy and management throughout the Park Service and with other agencies; ensure consistency in wilderness management actions systemwide.
- Identify, monitor, and publicly report internal and external influences on wilderness values from whatever source, including overuse, acid rain, degraded air quality, poor visibility, and noise.

- Improve the wilderness component of the NPS natural resource training activities to ensure that all employees involved with wilderness management fully understand and implement the wilderness protection ethic and philosophy.
- Develop a public information initiative as a component of NPS interpretive and environmental education programs to explain the role of wilderness in society, to identify the responsibilities of wilderness management of the four governmental agencies that manage wilderness, and to demonstrate how to use wilderness without damaging it.
- Strengthen interagency coordination in wilderness management through cooperative activities, such as developing common management programs where different wilderness jurisdictions have common boundaries, and by conducting interagency training and interpretive programs.

Pursue Cooperative Agreements with Public and Private Land Managers, Owners, and Communities Near Park Units to Help Protect Their Resources and Values

The values that units of the national park system protect may not be secure within established boundaries. The grizzly bear, for example, is not constrained by park boundaries, great vistas extend well beyond boundary lines, and vegetation and air quality may be affected by activities miles away. In instances where nearby land uses have a potential to affect unit resources, the National Park Service will seek to mitigate or eliminate adverse impacts through cooperation, coordination, and consultation.

The National Park Service will vigorously pursue the establishment of cooperative agreements with nearby land managers, owners, and communities to ensure that important resources are considered during planning and are protected. In many cases nearby lands are under the jurisdiction of federal agencies, in other cases federal permits play an important role in land management. For

agencies within the Department of the Interior, this initiative will be pursued under the secretary's park protection initiative.

Reaffirm the Principles of the National Historic Preservation Act on Its 20th Anniversary

The National Historic Preservation Act of 1966 heralded a new partnership between the private sector and federal, state, and local governments in the preservation of cultural resources. This act has provided the impetus for historic preservation activities throughout the United States over the last two decades.

On the occasion of the act's 20th anniversary the National Park Service will both celebrate and examine the role this legislation has had in protecting our heritage. We will reaffirm and update the unique federal, state, local, and private partnership. A report will be prepared for the president and Congress on the operation of the Historic Preservation Fund, as well as the overall preservation program, and appropriate actions will be recommended. We will assemble and publish historical accounts of what has taken place during the first 20 years of the act. We will also inventory and categorize all existing historic resources, and by the end of 1986 that information will be entered into a computer to make it readily available to users. Furthermore, public information activities will be undertaken to demonstrate the success of historic preservation in the United States, and with public cooperation we will determine future directions. As part of this effort we will publish a report outlining historic preservation goals and objectives to the year 2000.

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PURSUE A CREATIVE, EXPANDED LAND PROTECTION INITIATIVE

OBJECTIVES

Concentrate our acquisition efforts on willing-seller inholdings and land needed to protect existing units.

Implement land protection plans for individual park units.

ACTION

Complete and Implement the National Park Service's Land Protection Initiatives

In 1982 the National Park Service undertook the preparation of land protection plans to determine what land or interests in land need to be in public ownership, and what means of protection other than acquisition are available to achieve park purposes as established by Congress. So far land protection plans have been completed for 158 units of the national park system, and in 1986 protection activities will be concentrated in these units because priorities have been established for acquisition and funds have been appropriated. By the end of 1986 an additional 26 plans will be finished. With the completion of these plans the Park Service will be able to continue its land protection program, thus ensuring the protection of park resources and continuing to recognize the rights of private citizens.

The Park Service will continue to work with responsible, nongovernmental professional organizations to acquire appropriate interests in land, consistent with the protection plans. This includes using land exchanges where feasible to ensure the protection of park resources.

3 STIMULATE AND INCREASE OUR INTERPRETIVE AND VISITOR SERVICE ACTIVITIES FOR GREATER PUBLIC IMPACT

OBJECTIVES

Make use of all interpretive media — publications, audiovisual programs, personal services, and external mass media — to convey our message.

View interpretation, which is vital to our mission, as a profession that requires continual training and practical development.

Adapt interpretive programs and visitor services to our diverse clientele and provide quality recreational and educational experiences in all parks.

Promote the use of national park units as outdoor classrooms, with a special emphasis on urban recreation areas as major educational centers.

ACTIONS

Employ New Outreach Tools to Communicate with the Public about National Parks

Television, movies, books, magazines, and newspapers all contribute to people's knowledge about parks. Now recent advances in the communications industry are expanding our opportunities to use new tools to communicate with the public about national parks and park programs. We need to be able to use new media such as video cassette recordings, video discs, and IMAX films to broaden our outreach programs. National information centers and computerized access to park information are additional ways that we can use state-of-the-art technology to extend our contact programs.

However, these new media uses need not be dedicated just to factual information. There has always been a strong relationship between parks as places of inspiration and the visual arts, as suggested by the paintings of Thomas Moran and the photographs of Ansel Adams. The innovations of the communications industry can be used to create new ways for people to see and understand the values that make parks very special places.

To implement this action each unit of the national park system will develop an annual statement outlining its outreach objectives and goals, and also how it will go about achieving them. Urban areas specifically will be asked to develop outreach programs for neighboring populations. The urban parks, including Cuyahoga, Golden Gate, Gateway, Santa Monica Mountains, and Indiana Dunes, had over 30 million visits in 1985. This high degree of visitation indicates the significant impact that urban recreation areas can have as outdoor classrooms because they are used by a much broader spectrum of the American public than more remote parks ever will be. Outreach programs at these areas will give urban residents the knowledge and understanding to more fully appreciate the natural and cultural values of the country.

Help Celebrate the Bicentennial of the Constitution

In 1986 and 1987 the United States will mark the 200th anniversary of the creation of the U.S. Constitution. Many units of the national park system are closely associated with the Constitution. The convention of delegates met at Independence Hall in Philadelphia. Congress approved the Bill of Rights at Federal Hall in New York City. The Dred Scott case originated in the courthouse in St. Louis that is now part of Jefferson Expansion National Memorial. And each Civil War battlefield site bears witness to the struggle to preserve our federal form of government. The Constitution is central to our national experience, and this anniversary will allow the people of the United States to celebrate its creation and renew their commitment to its principles.

The National Park Service, with private support and in close cooperation with the Commission on the Bicentennial of the United States Constitution, will present special programs at national park system areas. Most events will center on Independence National Historical Park, but in addition there will be publications and touring exhibits and programs throughout the park system and in the major metropolitan areas.

Start Preparations to Commemorate the 500th Anniversary of Columbus's Voyage

In 1992 the United States and several other nations will commemorate the 500th anniversary of Christopher Columbus's first voyage to the New World, one of the great events of world history. The Christopher Columbus Quincentenary Jubilee Commission has been established by Congress to plan, encourage, coordinate, and conduct appropriate commemorative activities. Thirty areas of the national park system are directly related to Spanish exploration and Spain's colonial experience in the United States. In addition there are 67 national historic landmarks linked with Hispanic-related themes, as well as 20 state park areas. The national significance of these sites and their rich cultural heritage present unsurpassed preservation and interpretive challenges.

The National Park Service has an opportunity to make an important contribution to the celebration. An interdisciplinary task force will be named this year to coordinate NPS activities for the quincentennial and to serve as a liaison with the commission. Each unit of the park system will be asked to submit proposals for interpretive programs they could present. The task force will set priorities for preparing support material for interpretive exhibits and programs. On an international level, archival research activities in cooperation with the Spanish government will be continued and expanded. This research could provide invaluable information for park interpretive programs. Also the Park Service will further study the opportunity to have Congress designate the Columbus Landing Site National Historic Site in the U.S. Virgin Islands. This unit would interpret and commemorate the only identified site under U.S. jurisdiction where Columbus is known to have landed on his second voyage.

Update Interpretive Media throughout the National Park System

We need to improve and update interpretive media — publications, audiovisual programs, waysides, and museum exhibits — throughout the national park system. Many interpretive facilities were built more than 20 years ago and are now in need of major rehabilitation and modernization. This year we will complete an inventory of the backlog to estimate the amount of work needed in each medium, and we will outline a plan to begin updating interpretive media. Wherever possible we will encourage volunteers to help us carry out this action.

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SHARE EFFECTIVELY WITH THE PUBLIC OUR UNDERSTANDING OF CRITICAL RESOURCE ISSUES

OBJECTIVES

Communicate both here and abroad the importance of ecosystems and their processes, not just individual features.

Strengthen our commitment to the stewardship of natural and cultural resources.

Encourage the exchange of ideas and research results and the exchange of critical resource information with the states and with other nations.

Integrate both within the system and internationally the activities of planning, research, resource management, maintenance, and interpretation.

ACTION

Integrate Research, Resource Management, Interpretation, and Public Information Efforts

The National Park Service is conducting many research efforts that may help the public understand critical resource issues that are significant not only on a park basis, but also on a global basis. The issues and the research results need to be communicated to the public, and our interpretive programs must be continually updated to reflect current research results. Also research information should be computerized where feasible to make it readily available for various uses.

Communicating research and resource management information with the public will require action at all levels of the Park Service. At the Washington level the issues will be discussed with organizations active in national media production — the National Geographic Society, the Smithsonian Institution, and possibly others. At the park level coverage of local issues will be sought in both the printed and broadcast media. Our aim will be to encourage the communications industry to include material about critical issues in their productions. We will provide help in the form of script drafts and source material, still and motion pictures, and videotape sequences; the intent, however, will not be to supply finished productions.

Within the Park Service research data will be translated into a form that can be used in park interpretive programs. Critical resource issues will be identified by each unit of the system, and support data will be provided so that all field personnel can communicate this information to the public and suggest ways for them to help find solutions for critical issues. Necessary training will be provided for interpreters so they can talk about research results and answer questions.

INCREASE PUBLIC UNDERSTANDING OF THE ROLE AND FUNCTION OF THE NATIONAL PARK SERVICE

OBJECTIVES

- Keep the public informed of the status of the national park system and cooperative services of the National Park Service.*
- Define NPS unit classifications and develop a general management statement for each.*
- Inform specialized audiences about the range of support services we offer and how we might help each other.*
- Provide opportunities for visitors to learn about park system areas before their visits and learn about other parks and recreational opportunities in the region during their stays.*

ACTION

Reemphasize the NPS "Management Policies" as the Basis for Decision Making

The "Management Policies" of the National Park Service provide the basis for decisions affecting parks and visitor uses. The policies are based on laws and precedents, and they are the intermediate stage between federal laws and orders and the more specific and technical directives and guidelines.

The current edition of the NPS "Management Policies" was compiled in 1978. A new edition will be prepared to incorporate changes that have been made in the meantime. The policies will be subject to public review, and we will adopt the revised policies as the basic management tool for NPS managers to use in decision making.

Revisions will be made to better define the classifications of different park areas — for example, why a national park is different from a monument or preserve, a seashore from a historical park, and a historic site from a recreation area. The management techniques and the development of these various areas will be different, and certain types of activities are appropriate in each area. A brochure defining the various classifications will be prepared and made available to the public. This work will be completed by the end of fiscal year 1987.

6 EXPAND THE ROLE AND INVOLVEMENT OF CITIZENS AND CITIZEN GROUPS AT ALL LEVELS IN THE NATIONAL PARK SERVICE

OBJECTIVES

Reaffirm our commitment to public involvement.

Encourage NPS managers to seek the advice of individuals and citizen groups at the local, regional, and national levels.

Ensure that relationships with those whose lives and traditional practices are affected by the National Park Service are considered in park planning and management.

ACTIONS

Enhance the Protection of Parks as Part of the U.S. Public Lands System through the "Take Pride in America" Program

The national park system includes the superlative natural, cultural, and recreational examples of public lands in the United States. American citizens hold these public lands in high esteem, and their regard is the foundation of our mandate to protect, preserve, and perpetuate these national treasures. We can encourage people to become more actively involved in protecting park units through the "Take Pride in America" program that has been initiated by Secretary of the Interior Donald P. Hodel. This program will help stimulate a public awareness that the protection of all public lands and treasures is the responsibility and privilege of everyone.

The National Park Service has made a substantial financial commitment toward the development of public service announcements for the program and will be actively involved in promoting its success. Other activities that have been proposed include the following:

Private sector involvement — Publicly recognize the efforts of private corporations and citizens who have been directly involved in promoting or publicizing the national parks and NPS activities. For example, HNG/Internorth Corporation has provided several excellent interpretive programs for various parks; their efforts are greatly appreciated and should be recognized. Canon, Inc., recently sponsored a national photo competition based on national parks, and it may be possible to use some of these photos in connection with the Take Pride in America program.

In-park activities — In cooperation with private groups such as Keep America Beautiful, Inc., develop mutually beneficial activities that will help stimulate community involvement in parks. For example, at Ocmulgee National Monument a program has been developed that is fostering considerable local participation and pride in maintaining the park.

Take Pride in America will also be used to encourage the preservation of natural and cultural values on lands administered by other federal agencies, and also by state and local governments.

Establish a Blue-Ribbon Panel to Examine NPS Policies about Natural and Cultural Resources and to Recommend How These Policies May Be Improved

Current NPS policies for wildlife management are largely based on a 1963 report by an advisory board headed by A. Starker Leopold. That report has become popularly known as the Leopold Report, and its influence has extended beyond wildlife to suggest objectives that influence all of park management. In the 23 years since that report was issued, knowledge about the complex systems that influence parks has grown, and it is increasingly obvious that neither all influences on parks, nor all resources to be managed, are confined within park boundaries.

It is time to reexamine the principles of ecological management propounded in the Leopold Report. The relationships between science, research, and resource management need to be examined and clarified. To do this, a panel of experts from outside the National Park Service will be convened to scrutinize NPS management policies for both natural and cultural resources. A starting point for the panel would be to identify the common elements that are found in all national park system units and to begin to develop a holistic approach to park management that recognizes and values parks as remnant ecosystems, gene pools, cultural benchmarks, and places for recreational and spiritual renewal.

Establish a Citizens' Friends Group for Each Unit of the National Park System

The interest and support of citizens has always been vital to the success of the National Park Service. The contributions of citizens have ranged from helping in the current restoration of the Statue of Liberty and Ellis Island to the donation of personal time through the Volunteers-in-Parks program. Although different in magnitude, these examples represent the care and commitment of the American people for their parks.

The National Park Service will build on this regard by establishing a citizens' friends group for each unit of the park system. These groups will be informal in nature and will not depend on government funds. Activities that groups could become involved with include assisting with interpretive programs, publicizing critical issues that affect the protection and preservation of park resources, and encouraging private donations to support park programs.



7 SEEK A BETTER BALANCE BETWEEN VISITOR USE AND RESOURCE MANAGEMENT

OBJECTIVES

- Maximize opportunities for park visitors to experience and enjoy the parks.
- Favor preservation in cases where the likely effects of more use are expected to be adverse.
- Learn more about visitors and emerging trends in the use of public lands and cultural resources to help us enhance visitors' experiences.
- Learn more about the adverse effects on parks from development and heavy use.

ACTIONS

Improve Our Knowledge of Visitors to National Parks

One of the fundamental purposes of the National Park Service is to provide for the public enjoyment of national park system areas in a manner that will leave them unimpaired for the enjoyment of future generations. To determine how well we are balancing visitor use and resource management, the National Park Service routinely collects statistical information about park visitors. Although these statistics provide a comprehensive and useful quantitative base, they tell us little about individual visitors or groups of visitors, including senior citizens, children, those on bus tours, winter users, handicapped individuals, international guests, and non-English-speaking visitors. The National Park Service will expand its information-gathering techniques to find out more about where visitors come from, what they would like to see and do in parks, and how they react to various park programs. NPS personnel in the parks will be trained in how to collect data so that it can be done in a personal fashion and on a timely basis. Routinely collecting visitor information will allow us to determine changes in visitation patterns and to project trends in visitor use. We can then adjust programs on the basis of this information to provide visitors with more enjoyable experiences and to ensure the protection of park resources.

Minimize the Potential Disturbance of Park Visitors' Solitary Experiences by Motorized Recreational Activities

All visitors to national park system areas should be assured of the opportunity to have an enjoyable experience. This means that various types of recreational activities within a particular area must be compatible. At the same time resources must be protected and preserved for future generations. The effects of two specific types of recreational activities — noise from recreational aircraft

flights over parks and off-road vehicle use — have intruded on the experiences of visitors who seek solitude in parks.

Several parks are particularly vulnerable to aircraft noise from overflights. In some places aircraft noise can be heard during most of the daylight hours. Grand Canyon and Yosemite national parks are two areas where the effects of overflights should be mitigated. The National Park Service is holding public meetings to establish a policy for aircraft use at Grand Canyon National Park. The purpose will be to minimize the noise intrusion in the canyon while at the same time recognizing that flights can be appropriate means of viewing the park. Some of this can be accomplished by separating conflicting uses. Use patterns, flight altitudes, and noise levels will also be studied. This public process may result in regulations, where appropriate, to ensure that park resources are adequately protected and that visitors have appropriate opportunities to enjoy their stays.

Off-road vehicle use is subject to federal regulations that seek to protect park resources but still provide for legitimate recreational activities. The Park Service will make every effort to ensure that visitors have opportunities to use off-road vehicles in ways that do not infringe on the experiences of other visitors or the integrity of park resources.



Provide diverse uses while managing the units of the national park system in accordance with their legislative mandates.

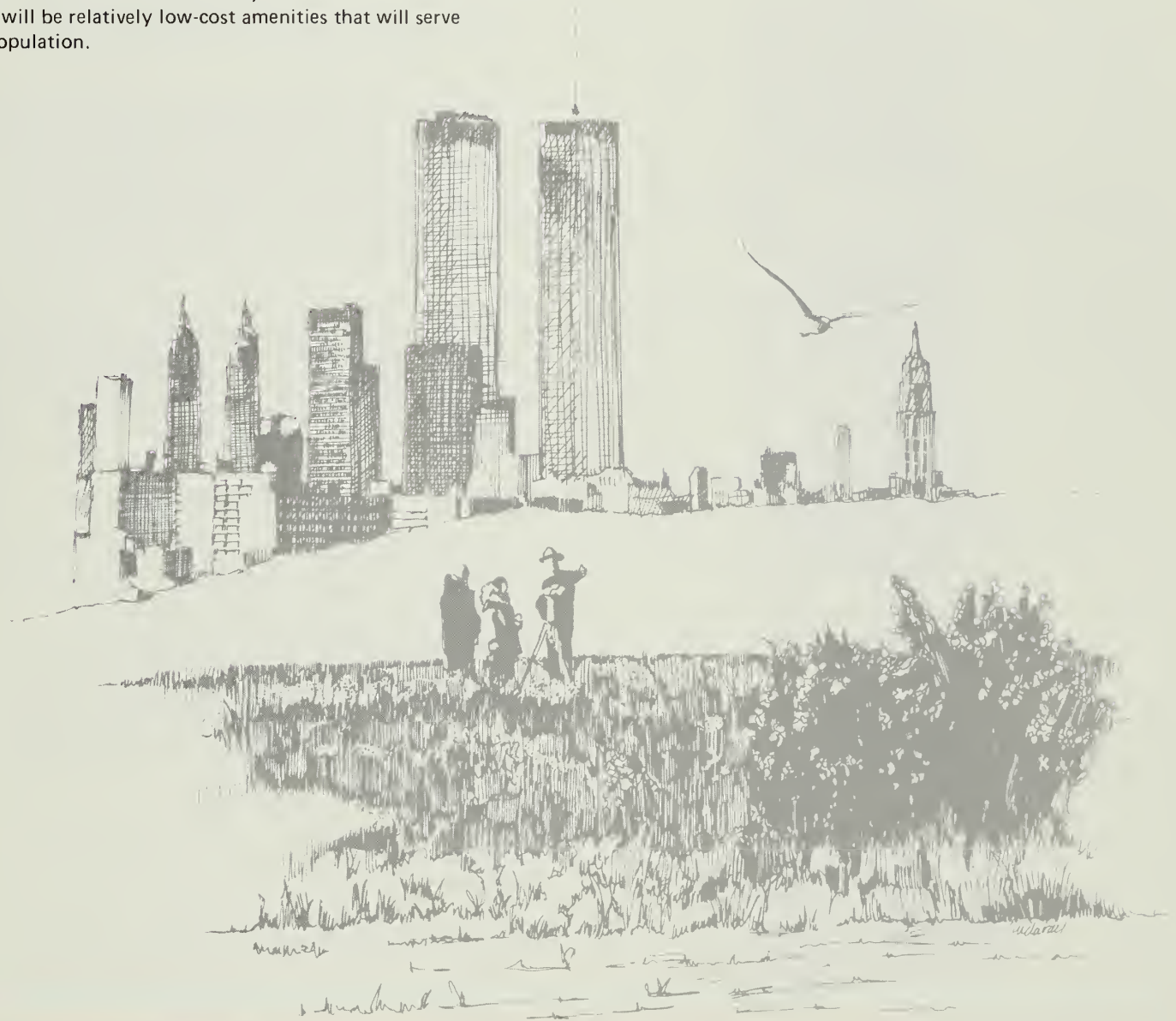
Make greater use of cooperative associations and other nonprofit groups to help provide diverse and specialized visitor services appropriate in parks.

Participate in the President's Commission on Americans Outdoors to Better Define the Role of the National Park Service in Meeting Public Recreation Needs

The National Park Service will actively participate in the deliberations of the President's Commission on Americans Outdoors. The function of the commission is to study the availability of recreational opportunities and the demand for additional opportunities, and to recommend innovative solutions. Through the commission's work, the role of the National Park Service in providing public outdoor recreational opportunities will be defined.

Since 1960 a variety of areas have been added to the national park system, including national seashores, lakeshores, historical parks, and recreation areas. Among these additions are parks in or near major metropolitan areas — Cuyahoga, Gateway, Golden Gate, Indiana Dunes, and Santa Monica Mountains. Facilities in many of these areas are inadequate because they were built for other purposes before the parks were established, or they are temporary. Now that the reconstruction of major utility systems in established parks will be completed in the late 1980s, we will undertake the development of visitor facilities at the newer park units.

Gateway National Recreation Area in New York and New Jersey was established in 1972, and it serves more than 8.5 million visitors per year. Since its establishment, no new facilities have been built at Gateway. In the late 1980s we will construct beach centers at Sandy Hook. These facilities will be relatively low-cost amenities that will serve a large population.



9 EXPAND CAREER OPPORTUNITIES FOR OUR EMPLOYEES

OBJECTIVES

Implement a human resource development program that achieves the mission by providing employees with varied opportunities for fulfilling careers.

Emphasize the full development of interpersonal skills in the work environment to stimulate high motivation and job satisfaction.

Continue pursuing equal opportunity practices in recruitment and staffing.

ACTIONS

Encourage and Support the Development of the Horace Albright Fund

Horace M. Albright was the second director of the National Park Service (1928-32). Both as director and as the trusted associate of Stephen T. Mather, the first director, Mr. Albright has been one of the founding fathers of an idea that has spread worldwide. His contribution was recognized when he received the Presidential Medal of Freedom in 1980, the nation's highest civilian award.

The National Park Service will establish an endowment program to recognize Mr. Albright's importance to the service. The Horace Albright Fund will be used to provide grants each year to qualifying NPS employees to use to enhance their professional skills. All contributions to the fund will come from private sources.

Establish a Reassignment Mobility Program

The National Park Service manages 337 units in 49 states. The Park Service has the responsibility to its employees to ensure that they all have an equal opportunity to participate in diverse geographic and occupational opportunities. The Park Service will develop a mobility program designed to respond to both NPS and employee needs. It will address the desires of employees to develop their knowledge and skills through diversified experiences, as well as management's needs to ensure the maximum utilization of our human resources.

Stimulate Career Opportunities and Employee Growth

The National Park Service is committed to providing its employees the opportunity for professional growth and advancement. This is true for all occupational series. To

that end the Park Service will adopt a management development program incorporating four elements:

- an enhanced supervisory development program
- a management studies program
- a mid-level manager development initiative
- an incumbent manager development program

Other elements of the program should help in the development of specialists for the Park Service. For example, we will complete a skills development program for NPS historical architects by the end of 1986. We will continue programs, such as the Williamsport Training Center, that emphasize the development of special techniques for historical preservation by highly skilled artisans.

Over the past year Director Mott has met with NPS employees throughout the country and discussed with them their careers in the Park Service. These informal workshops will be continued, and employee ideas to modify or improve career opportunities will be incorporated where possible.



PLAN, DESIGN, AND MAINTAIN APPROPRIATE PARK FACILITIES

OBJECTIVES

Demonstrate leadership in our planning, design, and maintenance efforts and share our knowledge with concessioners and state and local organizations.

Provide visitor and management facilities that are harmonious with resources and visually pleasing in their simplicity, and that, wherever possible, provide interpretation/information opportunities.

Improve through maintenance or rehabilitation the quality of facilities and their immediate developed areas in all parks, and continue to meet contemporary standards for health and safety and the needs of special populations.

Continue to utilize private enterprise and other park and recreation organizations as design consultants.

Evaluate the feasibility for adaptive use of historic and nonhistoric structures before new construction.

Implement a maintenance management system that utilizes current technology.

Remove structures that are not essential or historically significant from prime resource areas.

ACTIONS

Ensure that Park Road Systems Enhance the Visitor Experience

Park roads provide the primary means of access to key areas in parks, and they contribute immeasurably to the visitor experience. Park roads are generally not intended to provide fast and convenient transportation; instead they are intended to enhance the quality of the visit while providing safe and efficient transportation routes. Driving on park roads should be a leisurely experience, and normally speeds should not exceed 35 miles per hour. However, design speeds are also subject to topography, traditional uses, driver expectations, consistency, and safety considerations, and parkways are one example where higher travel speeds may be appropriate.

To enhance the experience that visitors have come to expect in national park system areas, park roads need to be molded to the terrain through which and upon which they pass. They should reflect the principle of curvilinear design. Monotony should be avoided, and maximum advantage needs to be taken of park values by eliminating long tangents, by incorporating changes in elevation, and by developing viewpoints and overlooks, as well as by providing close-range views of local scenes. Of course park roads must provide service and access to key areas, but they should also strive to maintain a continuing sense of intimacy with the countryside. Furthermore, roads should be constructed in ways that blend with the landscape, whether this requires the use of paving aggregate that harmonizes with the natural setting (as has been done at Zion National Park), or specially designed bridges, guardrails, and signs, or long-term reclamation and revegetation efforts.

The National Park Service will continue to evaluate existing park road systems to ensure that they meet public expectations and that new roads are designed, constructed,

and maintained according to recognized landscape architecture and engineering principles. In this sense the Blue Ridge Parkway epitomizes what a park road should be. In cases where this level of design is not met, then plans will be undertaken to correct the deficiencies. For example, many segments of the present road system in Yellowstone National Park lack consistency of design in terms of geometry, cross-sections, and maintainability, and visually they do not contribute to the visitor experience. The objectives of present road improvement plans are to ensure consistency, to meet visitor expectations, and to improve the aesthetic appearance of the roadway.

Improve Housing for NPS Employees

Employee housing must be improved in those areas of the national park system where no feasible alternative to government-provided housing exists. Through employee surveys and discussions between the director and employees around the country, the need for adequate housing has been identified as an important key to improving the morale of NPS employees and their families.

Plans are being prepared for a capital development program that will place priority on improving housing in the late 1980s. In the process we will renovate existing housing and adaptively reuse historic properties where appropriate. In addition every effort will be made to use rental income for housing maintenance.

Move Facilities Out of Critical Resource Areas

The purpose of facilities in national park system units is to help visitors better understand and appreciate the resources, but without causing irreparable damage. This is the reason for building boardwalks in fragile marshes or visitor centers that display cultural artifacts.

In some units, however, facilities are intrusions in critical resource areas. The general management planning process has identified such facilities in two parks — Sequoia and Yosemite. To rectify this situation, development will be

moved out of Sequoia's Giant Forest and out of Yosemite Valley. New facilities that are of high quality but are economical to construct will be provided in areas of less critical resource value. Facilities in critical resource areas in other units of the national park system may be moved as they are identified by the planning process.

11

DEVELOP A TEAM RELATIONSHIP BETWEEN CONCESSIONERS AND THE NATIONAL PARK SERVICE

OBJECTIVES

Plan and develop concession facilities to ensure that they are in harmony with the setting.

Continue to strengthen relationships between concessioners (including hostels) and cooperating associations.

Explore innovative methods to fund concessioner construction and rehabilitation projects.

Identify proper roles that concessioners might fulfill in augmenting the basic interpretation of park resources.

ACTIONS

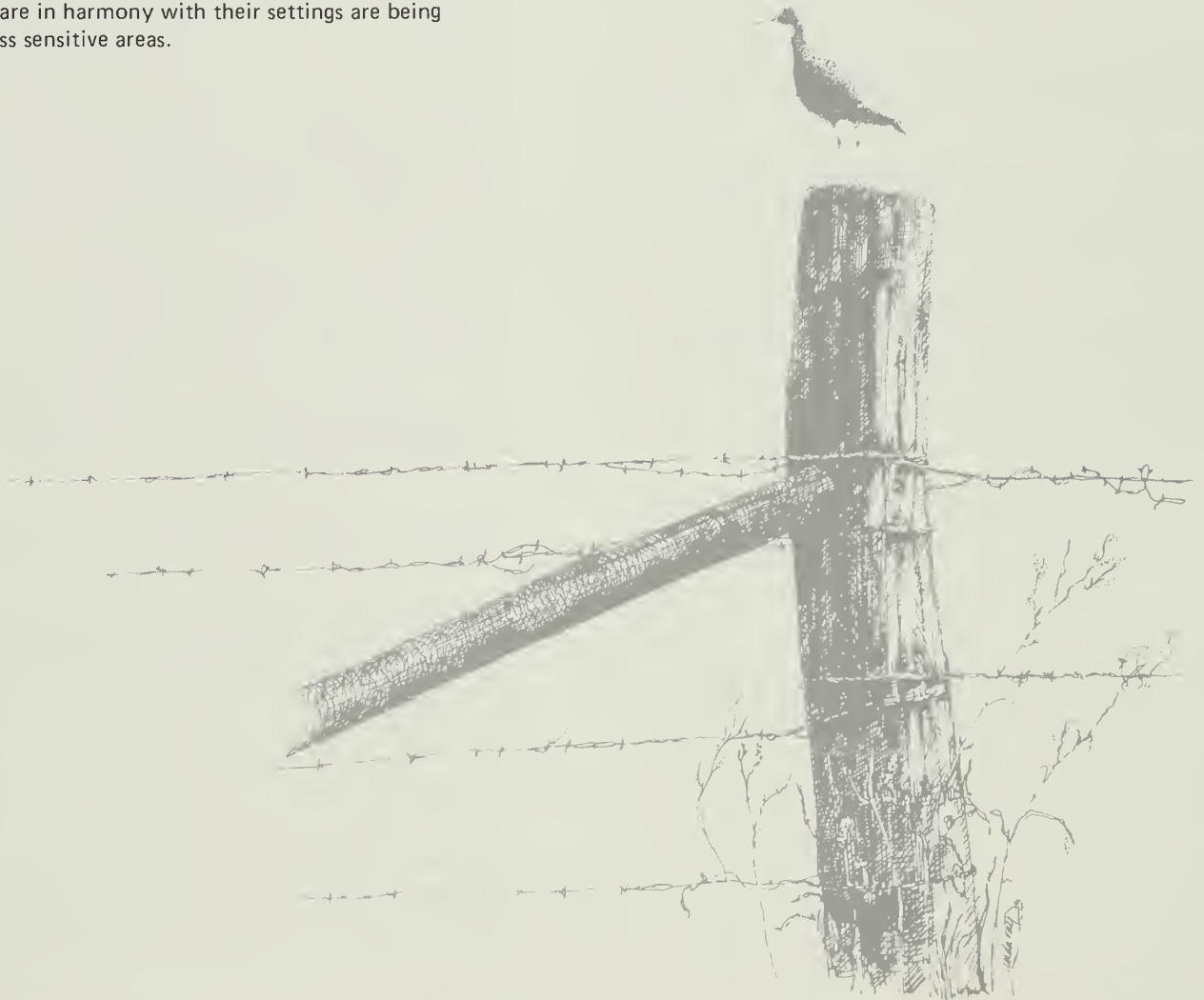
Integrate Concessioners into Interpretive Programs throughout the National Park System

Interpretive programs will always be the primary responsibility of the National Park Service, but there are numerous ways that concessioners can complement NPS interpretive efforts. Programs have already been implemented by concessioners throughout the country that are helping communicate to the public facts about park units. Concessioners will be encouraged to further cooperate with the National Park Service in the interpretation of park values and to work more closely with cooperating associations. Concessioners will be consulted when interpretive plans are prepared to see what they think would interest their patrons and how they would be willing to participate in interpretive programs.

There are numerous examples of interpretive projects that have been undertaken by park concessioners. At Mount Rushmore National Monument the concessioner — Mountain Company, Inc. — has published a booklet about the history of the monument, which concessioner employees are required to read. Also the National Park Service and the concessioner hold joint training sessions about interpretive techniques, thus ensuring a high quality interpretive program for visitors. At Glen Canyon National Recreation Area the concessioner, Del Webb, has designed a restaurant in the Anasazi Indian motif in cooperation with the park, and artifacts have been loaned by the park for display in this building, thus allowing more visitors to see examples of Anasazi craftsmanship. In addition many concessioners donate time and money to interpretive efforts at parks such as Glacier Bay and Yosemite.

Work with Concessioners when Facilities Are Moved Out of Critical Resource Areas

When concessioner facilities are moved out of critical resource areas, every effort will be made to achieve this action with the full and complete cooperation of the concessioner. For example, the concessioners at Sequoia and Yosemite national parks are cooperating with the National Park Service in planning the move out of critical resource areas in Giant Forest and Yosemite Valley. New facilities that are in harmony with their settings are being provided in less sensitive areas.



FOSTER AND ENCOURAGE MORE CREATIVITY, EFFICIENCY, AND EFFECTIVENESS
IN THE MANAGEMENT AND ADMINISTRATION OF THE NATIONAL PARK SERVICE

OBJECTIVES

Demonstrate leadership that encourages calculated risk-taking, supports experimental initiatives, and anticipates problems and opportunities so that innovative solutions can be explored.

Provide leadership that demonstrates collaboration and the sharing of responsibility with all levels of the organization.

Build trust through personal communication, recognizing the value of free and open exchanges of information, ideas, and dreams.

Sponsor seminars that introduce Park Service employees to current technology and methods.

ACTIONS

Develop a Servicewide Information Management System

The National Park Service needs to integrate its information systems so that information can be shared with all levels of the organization and with the public. Major efforts are now underway to establish a single servicewide contract for computer hardware and software that will meet the information management needs of the National Park Service through 1991. The project objectives include getting the appropriate equipment to all parks and offices; standardizing all computer hardware and software to facilitate data transfer and information sharing among parks and offices; and establishing a servicewide communications network for electronic mail and data transfer. These modern management techniques will allow more effective oversight and more informed decision making, while preserving the decentralized operations that are so essential in our widespread system of park areas. Attaining these objectives will result in productivity improvements and will prepare the Park Service to enter the 21st century.

Enhance Productivity within the National Park Service

As part of the Federal Productivity Improvement Program, the National Park Service will develop a servicewide management system that defines productivity in measurable terms. Such a system will help NPS managers set priorities for accomplishing our mission with appropriate resources. In developing this system we need to define the “products” that we provide to the American public, for example, interpretive programs, search-and-rescue missions, and the number of resources preserved and maintained. For each of these products, we need to develop a management system that will indicate ways we can improve productivity and the means to measure that improvement. An evaluation system will be integral to the program. The overall aim will be to

maximize accomplishments, while minimizing resource requirements. As part of this effort, the Park Service is well on its way to implementing a modernized, computerized maintenance management system.

Another way for the National Park Service to enhance productivity is to encourage the sharing of creative cost-cutting techniques that have been developed in areas throughout the park system. Annual meetings that are held for park rangers, maintenance personnel, and interpreters are one means of sharing information. Technical bulletins are another possibility.

Use Fees Currently Collected in National Parks to Directly Support Park Operations, and Expand the Portion of Park Operations Supported by Fees

The National Park Service will propose legislation so that fees collected in national parks can be used to directly support interpretation, research, maintenance, and natural and cultural resource management within the parks. Each park that collects fees will retain a certain percentage (to be determined by the secretary of the interior), and the remaining fees will be pooled and distributed to parks unable to collect fees or will be used to support servicewide activities to benefit all parks. This initiative will require amendments to sections of the Land and Water Conservation Fund Act that concern fee collection. Authority will also be sought to increase entrance fees and the cost of Golden Eagle passports. Those areas that are now exempt from fees or that do not meet the criteria for fee collection, or where it is not feasible to collect entrance fees, will continue to be free to visitors.

INTERRELATIONSHIPS BETWEEN 12 POINTS AND ACTIONS

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| | | | | | | | | | | | | | | | | | Add Representative Natural Units to the National Park System |
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| | | | | | | | | | | | | | | | | | Pursue Cooperative Agreements with Public and Private Land Managers, Owners, and Communities near Park Units to Help Protect Their Resources and Values |
| | | | | | | | | | | | | | | | | | Reaffirm the Principles of the National Historic Preservation Act on Its 20th Anniversary |
| | | | | | | | | | | | | | | | | | Complete and Implement the National Park Service's Land Protection Initiatives |
| | | | | | | | | | | | | | | | | | Employ New Outreach Tools to Communicate with the Public about National Parks |
| | | | | | | | | | | | | | | | | | Help Celebrate the Bicentennial of the Constitution |

- **Secondary Relationship**





Auburn Avenue - Martin Luther King, Jr., National Historic Site



As the nation's principal conservation agency, the Department of the Interior has basic responsibilities to protect and conserve our land and water, energy and minerals, fish and wildlife, and parks and recreation areas, and to ensure the wise use of all these resources. The department also has major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

*Publication services were provided by the graphic and editorial staffs of the Denver Service Center.
NPS D-223, March 1986*



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